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Together, the power to improve



SHINGO JOURNEY GUIDE



SHINGO

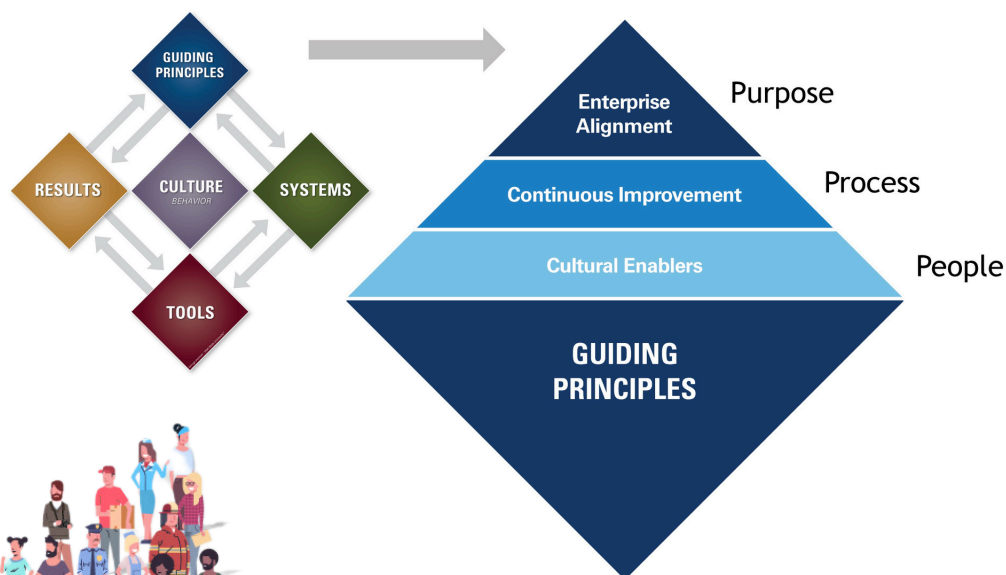
The 'Nobel Prize' of Industry

Join thousands of world class organisations in adopting the SHINGO Model and the SHINGO philosophy to support your journey to Operational Excellence. Shingo provides you with the methodology and framework to create sustainable and excellent results in your organisation.

The SHINGO Model and the SHINGO Prize are managed by Jon M Huntsman School of Business at Utah State University and are widely recognized as a benchmark for Enterprise Excellence.

S A Partners has been working with the Institute since 2013 supporting organisations on their journey to Excellence and to the Prize. As the world's largest affiliate we are uniquely placed to support companies around the world develop the internal systems, skills and capability to drive success.

Guiding Principles Dimensions



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A Global Benchmark of Excellence

Regarded by many as the 'Nobel' Prize of Industry, the SHINGO Prize is the world's highest standard for organisational excellence. Shingo recognition falls into three categories:

- **The SHINGO Prize**
- **SHINGO Silver Medallion**
- **SHINGO Bronze Medallion**

Award winners include companies such as Boston Scientific, Ipsen, Vale, Panalpina, Edwards, Commonwealth Bank, BHP and Ball Packaging. Each have taken their own journey towards excellence. Challenging for the prize has enabled these organisations to create a culture of continuous improvement by engaging all employees in the pursuit of excellence.

Building a Sustainable Future

The pursuit of excellence and a culture of continuous improvement not only drives productivity and performance results it also enables organisations to become more sustainable. Improvement, engagement and the drive for more efficient practices helps organisations eliminate waste and stabilises their systems and processes. We believe in supporting organisations achieve sustainable results and truly believe the SHINGO framework provides a means to do this.

Driving Culture Change

At the heart of the Shingo Model is the drive to create ideal behaviours. Within the framework there exists three insights which will help you drive culture change within your organisation. They are:

- Ideal Results Require Ideal Behaviours
- Purpose and Systems Drive Behaviour
- Principles inform Ideal Behaviours

Combined these three insights will help you on your journey to create a culture that strives for excellence in all that it does.

Your journey begins with 6 Steps ...

STEP 1

ALIGN

Engage your leadership team and key stakeholders . This phase is about establishing WHY you are embarking on this journey and building an understanding of the SHINGO Model & Philosophy. It is about engaging your leadership team and key stakeholders in the journey.

We recommend you:

- Find an affiliate to support your journey
- Host an Executive Alignment Workshop
- Key stakeholders should complete the accredited Shingo Discover Excellence and Systems Design workshops - or host these onsite to get more people involved

STEP 2

PRIORITISE

In this step it is necessary to get a true picture of your current state so that you can understand the reality. You can then start building a roadmap to get you to where you wish to be. This will enable you to see how you are performing and how people are engaged in their work.

We recommend you:

- Complete a SHINGO Gap Assessment
- Complete the Insight Survey (cultural)
- Develop your Roadmap
- Complete the SHINGO Align Workshop

STEP 3

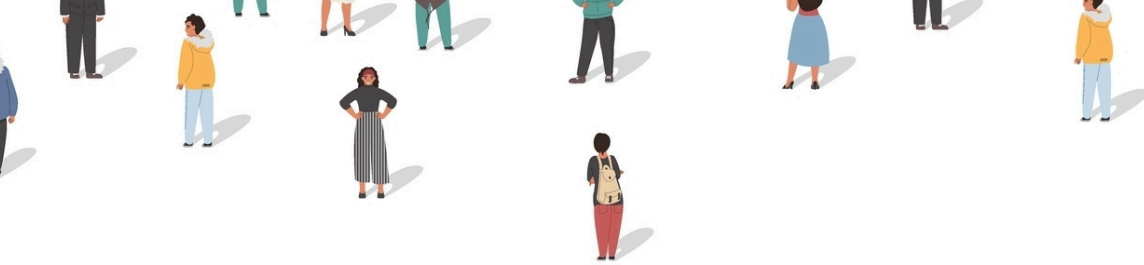
DESIGN & REFINE

Working with your teams, you will need to identify how you will ensure you have the core systems in place that will enable the desired behaviours you seek. To do this you need to dig deep into your current culture and the behaviors that exist. Using the results of the Insights survey you will then be able to define and agree ideal behavioural standards

We recommend you:

- Host workshops to engage key stakeholders in defining ideal behaviours and systems
- Expose more colleagues to systems thinking workshops
- Develop system maps for core systems and work activity
- Constantly seek to gain a deeper understanding of your current state





STEP 4

BUILD COMMITMENT

Creating a following will be key to the success of your Shingo Journey. In step four focus on putting in place a governance, resources and communication program that reaches every person in the organisation. This will involve establishing performance metrics and milestones.

We recommend you:

- Focus on organisational engagement
- Develop and refine daily, weekly, and monthly management systems
- Review and refine measures to ensure they tell the real story
- Run Shingo Team Leader training
- Identify and develop the first change champions

STEP 5

LIVE THE CULTURE

Creating a culture of continuous improvement involves reviewing your ways of working and looking for where improvement opportunities exist. Leaders must be living and breathing ideal behaviours and be seen to support the organisations goal of excellence. Leaders must align improvement activity with organisational purpose

We recommend you:

- Complete SHINGO Continuous Improvement Training & Cultural Enablers workshops
- Focus on the Improvement System
- Focus on the Leadership System
- Teach leaders the supportive language of an improvement culture
- Constantly communicate and link your improvement journey with organisational purpose

STEP 6

MOBILISE

This is when you will start preparing your teams for the process of challenging for a SHINGO Prize. Review the activity taken to date against your roadmap and make the decision on whether you are ready to make a challenge for the prize. It is ok to delay if you are not ready, but keep the momentum up with communication and recognition of achievements to date.

We recommend you:

- Focus recognition on behaviours that matter
- Complete the Build Workshop
- Create visibility of your efforts within your community
- Grow your base of internal change champions

CHALLENGING FOR THE SHINGO PRIZE



You've made it through the preparation stages and you are now ready to challenge for the prize. So what happens next?

Make your Commitment

You need to notify the SHINGO Institute of your intention to challenge. Continue to engage your teams during this time gaining more capability and awareness through the Shingo Workshops. Get involved with Shingo community activities such as the SHINGO FORUM and Shingo International Conferences. Talk with other Shingo recipients about their journey and their learnings.

Complete the Insight Survey

Ideally you would have already completed one Insight Survey in your preparation. You will need to complete the Insight Survey again as part of your application to challenge.

Achievement Report

Building your achievement report is a substantial commitment. This report includes information on your performance; culture; engagement; improvement activity; supply chain; as well as your community and ESG commitments.

Gap Assessment

Taking the Shingo Insight Survey and a recent organisational assessment identify any gaps or improvement opportunities exist and resolve them prior to the formal assessment. Work together with your affiliate to coach and prepare your team for the assessment. Prepare to communicate your story to the assessment team.

Assessment

Host the assessment team on your site (usually 2-4 days); Share your stories and support the team with their evaluation.



SHINGO WORKSHOPS

The Shingo Institute have developed six workshops to support you develop your understanding and capability to drive Enterprise Excellence within your organisation.

The workshops include:



DISCOVER EXCELLENCE



SYSTEMS DESIGN



CULTURAL ENABLERS



CONTINUOUS IMPROVEMENT



ENTERPRISE ALIGNMENT



BUILD EXCELLENCE

SA Partners delivers each of these courses virtually & face-to-face. Find an open workshop near you on our website www.sapartners.com or contact us at info@sapartners.com

For support building your own programme contact us at info@sapartners.com.

**Our Upcoming
Workshops**



S A Partners is a global consultancy & training company that works with customers on building Enterprise Excellence. We have been supporting organizations with Training and consultancy services for over 30 years.

As a company we strive to make a positive impact with our customers; our team and in the communities and environments in which we work.

Join our FREE virtual industry forums

LEAN FORUM - www.leanforum.co.uk

SHINGO FORUM - www.shingoforum.org

For further resources:

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